

C O P Y  
WAR DEPARTMENT  
P. O. Box 2610  
Washington, D. C.

17 December 1945

Mr. J. A. Rafferty, Chairman of Board,  
Carbide & Carbon Chemicals Corporation,  
30 E. 42nd Street,  
New York 17, New York.

Dear Mr. Rafferty:

This is our first Christmas at peace in five years. I wish to express my gratitude to you and through you to your associated companies and all of your employees and to your subcontractors and their employees.

The Manhattan Project played the vital part in the unexpected early ending of the war. By our united efforts victory was achieved much earlier than had been expected. Without our success many more American lives would have been lost in battle against the Japanese.

Cooperation by industry, labor, science, the Army and Navy and government as a whole was the true secret of our accomplishment. Only in America could so much have been achieved in so short a time. Only in America could there have been brought into action the intelligent cooperative efforts, of the tens of thousands, which were essential to the success of such a vast undertaking.

Throughout the past few years I have made great demands on American industry. All of you have responded in the same way that you had previously responded to other war demands. Without American Industry's unprecedented skill and efforts the Manhattan Project would not have succeeded. Three years ago, acting in behalf of the War Department, I asked you to operate a process that no one knew how to develop, engineer, build, or operate. All we knew was that I thought or hoped that it could be done in time to shorten the war and I knew that Carbide was needed if we were to have a chance. I never regretted that choice and since August 5, 1945 I have been very proud of it. No one outside the project can ever appreciate how much we depended on you and how well you performed your well nigh impossible task.

To each of you, your subcontractors and all of your employees,  
a Merry Christmas and a Happy New Year.

Sincerely yours,

/s/ L. R. Groves

L. R. GROVES,  
Major General, U.S.A.

CARBIDE AND CARBON CHEMICALS CORPORATION  
CARBIDE AND CARBON BUILDING  
30 EAST 42nd STREET  
NEW YORK

Office of  
The Chairman of the Board

December 26, 1945

Major General L. R. Groves  
New War Department Building  
23rd and Virginia Streets  
Washington, D. C.

Dear General Groves:

This will acknowledge your gracious letter of December 17th, and your thoughtful greetings to all of us in Carbide, as well as to those of our associated companies and sub-contractors, who were privileged to work with you on the Manhattan Project.

Your generous words of appreciation of the part that we in Carbide were permitted to play in this epochal project add greatly to our gratification in having been a part of so serious an undertaking.

Your determined leadership, tempered with wisdom and a wholesome spirit of co-operation, inspired all of us. It was indeed an honor to have shared with you the satisfaction that comes from a challenging job successfully accomplished.

My sincere regards and best wishes go with you into the New Year.

Very truly yours,

JAR:LE

# CARBIDE AND CARBON CHEMICALS CORPORATION

UNIT OF UNION CARBIDE  AND CARBON CORPORATION

CARBIDE AND CARBON BUILDING

30 EAST 42ND STREET

NEW YORK

Post Office Box P  
Oak Ridge, Tenn.

*Copy*

August 8, 1945

Dear Mr. Rafferty:

During these days of world excitement over our project, I wish to express to you my great admiration ever present over the past two and a half years for the mixture of sheer audacity and rare acumen that you exhibited in taking on this job in the first place and for so wholeheartedly supporting it during its many periods of complete uncertainty. Without you we would not have had the heart to keep on trying. While I have not discussed this letter with Lyman, I am sure he joins me in these sentiments.

For the future I think your policy of knowledge across the boards is the correct and only one for us to follow.

Sincerely yours,

/s/ George T. Felbeck.

Mr. J. A. Rafferty  
30 East 42nd Street  
New York, N. Y.

August 10, 1945.

Dr. George T. Felbeck,  
Post Office Box P,  
Oak Ridge, Tenn.

Dear George:

I need not tell you how much I will always treasure the sentiments you expressed in your letter of August 8th.

Indissoluble bonds exist among groups of men who have stuck together and won out over apparently unconquerable obstacles in this war. You and I and some of our pals constitute such a group. We rejoice for our country's sake, and in our exultation we have something seared in our hearts that money cannot buy and nobody can take away. It is something of the spirit that newspaper headlines could have no part of.

You and your heroic associates at Oak Ridge have participated in the largest undertaking of this war. At no time have you been able to banish it from your minds. The generally held presumption that your task was impossible of success makes your victory all the more memorable. Your country owes you all much. As for me, you all have my admiration and affection.

My next trip to Oak Ridge will give me great joy in extending to you and your pals my deep congratulations.

I enclose herewith a photostatic copy of a very fine letter from Colonel Nichols, dated August 6th, as well as a carbon copy of my reply thereto.

Sincerely yours,

JAR/e



# WAR PRODUCTION BOARD

WASHINGTON, D. C.

OFFICE OF  
RUBBER DIRECTOR  
TEL. REPUBLIC 7500

August 31, 1944

IN REPLY REFER TO:

Mr. J. A. Rafferty  
Chairman of the Board  
Carbide & Carbon Chemicals Corp.  
30 E. 42nd St.  
New York, N. Y.

Dear Mr. Rafferty:

Before winding up my affairs with the Synthetic Rubber Program, I wish to express my appreciation for the magnificent performance of your organization in the production of raw materials for GR-S.

Undoubtedly the outstanding achievement of your company has been the development of your process for the production of butadiene from alcohol. With a rather meagre background of experimental work, your engineers were able to design and construct commercial units for the production of butadiene. In an exceedingly short time, the operation of this equipment at capacities up to 200% of rating has been largely responsible for our present safe situation with respect to rubber supplies. Beyond all this, however, I have been particularly impressed with your willingness to cooperate in the program by making available plans and specifications for your butadiene process to the Koppers United Company, Kobuta, Pa. These butadiene operations can truly be said to have carried the load during the critical days of the synthetic rubber program and to have played a great part in saving the country.

Although the operations of your butadiene plants have greatly exceeded expectations and hence undoubtedly have been of paramount importance to the program, the work which you have done on producing styrene has placed an additional burden on your technical force. Although the operation of this process presented many more difficulties, this plant is now producing in a satisfactory manner and seems well on the way to costs reasonably competitive with other methods.

The Carbide & Carbon Chemicals Corporation should be extremely proud of the part it has played in the success of the synthetic rubber program. Without you this country might well have met with disaster.

Very sincerely yours,

  
Bradley Dewey  
Rubber Director



September 6, 1944

Colonel Bradley Dewey  
Dewey and Almy Chemical Company  
46 Whittemore Avenue  
Cambridge, Mass.

Dear Colonel Dewey:

Thank you sincerely for your thoughtful and gracious letter of appreciation of August 31, wherein you praise so generously the performance of our organization in the production of raw materials for GR-S -- Buna S synthetic rubber.

I am sure that I correctly express the considered opinion of all of us who have worked with you and your associates on this project, that much of the success of our co-operative efforts has stemmed from your understanding leadership.

In your voluntary retirement as Rubber Director, and in your recommendations for the discontinuance of the Office of Rubber Director, you have set another example of business statesmanship.

I wish you every success in your well-earned return to private life.

Sincerely yours,

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